

**National Tourism Strategy 2004-2010
Ministry of Tourism and Antiquities Retreat
October 1st. -3rd. 2004 – Dead Sea
Team Building Exercises Report**

Final Report

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I. Introduction

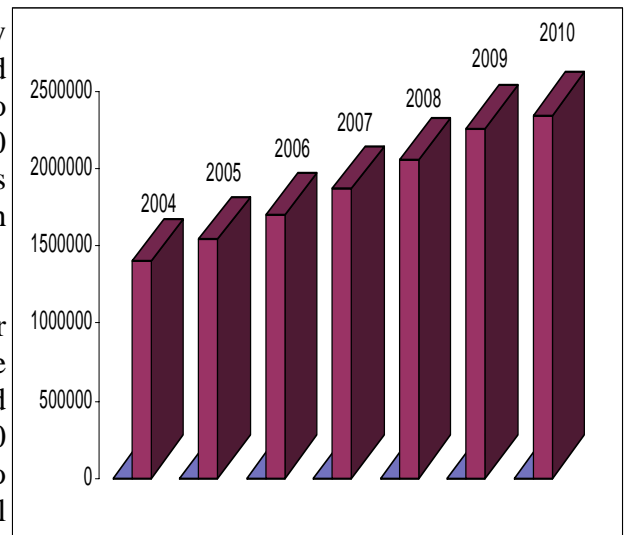
A. Jordan's tourism industry

Tourism is the largest single industry in Jordan. It contributes over 10% of GDP and is the largest earner of foreign exchange of any productive sector in Jordan. In the year 2002, the tourism industry generated around \$700 million in revenue and 1.4 million tourists.

Despite the current ranking of tourism among Jordan's major productive sectors, both government and the private sector feel that the industry is operating at only a fraction of its potential. A national tourism strategy has been developed with the goal of doubling tourism receipts by the year 2010. In order to achieve this goal, the strategy calls for a host of factors requiring development including liberalizing the regulatory environment, expanded international marketing budget, product development and human resource upgrades.

Jordan developed a national tourism strategy which aims to increase tourist arrivals and national receipts from the sector. The goal is to double tourism receipts by the year 2010 through increased tourist arrivals, longer stays and higher spending. The adjacent graph illustrates the new strategy's goals.

Jordan's national tourism strategy calls for doubling the tourism economy in total revenue by the year 2010. It is expected that this would be achieved through an increase of 900,000 from the current 1.4 million tourists per year to 2.3 million arrivals. (better use the 3 official goals)



To achieve these goals, the strategy calls for diversifying Jordan's tourism market and identifying high-priority sectors. Diversification of Jordan's tourism product includes a reduced reliance on cultural and archaeological tourism and an increased focus on attracting new market segments such as eco and adventure tourism, religious tourism, MICE as well as health and wellness tourism among others .

The strategy was launched on September 27, 2004 coinciding with the World Tourism Day. This retreat is designed to discuss the strategy with MoTA heading staff and gain their commitment and involvement in the implementation process.

B. Objectives of the Retreat

The focus of this retreat is on the reinforcement of the MOTA commitment to the national tourism strategy 2004 - 2010, with a particular emphasis on collaborative opportunities between MOTA staff. More specifically, the retreat achieves the following specific objectives:

- Interpret the challenges of the national tourism strategy to the staff of MOTA.
- Obtain feedback from MOTA staff and understand the challenges that are relevant to them.
- Upgrade the knowledge of the ministry staff related to tourism and the important role it plays in the economy of Jordan.
- Encourage teamwork.
- Explore ways of improving tourism products, with an emphasis on enhancing the visitor experience on sites and projects.

II. Methodology

The methodology adopted to achieve these objectives utilized the following avenues:

A. Attendance

The invitations were sent to all MoTA managerial staff up to the heads of departments' level.¹

B. Team

The team consisted of AMIR program management team, eight facilitators and logistical & support team.²

C. Planning and preparation of Facilitation and training

All the preparation and planning of facilitation took place weeks before the actual workshop time. A good preparation and planning played a big role in the success of the workshop. It was reflected in creating a positive and creative atmosphere.

The following steps took place in the preparation and planning phase:

1. Develop a list of the course objectives based on the needs of participant.
2. Develop a list of the basic content which is to be covered with all team.
3. Presentation of the material on the topic covered.
4. Prepare ice breakers for each day of the training.
5. Prepare an evaluation sheet.

III. Documentation of the Three Day Workshop:

Following is the documentation of the moderation phases of the workshop.

Day 1 – Friday 1st October 2004

¹ The list of the participants is attached in the index section.

² The list of the team is attached in the index section.

The Opening session of the workshop

Opening Session – Introduction to the National Tourism Strategy 2004 - 2010	
4.50-5.00	WELCOMING REMARKS <i>IHAB AMMARIN, DR. FAWAZ KHREISHEH - MoTA</i>
5.00- 5:05	OUTLINE, PROGRAM AND PURPOSE OF THE WORKSHOP <i>MATT McNULTY</i>

1. The lead facilitator of the workshop welcomed the participants and introduced the team.
2. Participants introduced themselves: getting to know one another and establishing personal relationships.
3. Clarified expectations of participants
4. Introduced the objects of the workshop
5. Agreed on the agenda
6. Discussed the logistics

Session I – Today’s Challenge is Tomorrows Opportunity

Session Objectives

The objective of this session is to describe the major features and benefits of the National Tourism Strategy.

Session Leader – Mr. Matt McNulty

5.05 – 6.00pm	Outline of the National Tourism Strategy 2004 - 2010 <i>Matt McNulty</i>
6.00 – 6.30pm	Priority Challenges for Jordan’s Tourism <i>Joseph Ruddy</i>
6.30 - 6.45pm	Q & A ON MATTERS RELATING TO NATIONAL STRATEGY FOR TOURISM <i>MATT McNULTY & JOSEPH RUDDY</i>
6.45 – 7.45pm	Executive Game: Who Wants to Win the Telephone? Facilitated by: Abeer Qumsieh
7.45pm	BREAK FOR DINNER

Presenting the National Tourism Strategy 2004 – 2010 by Mr. Matt McNulty

Presenting the Challenges for Jordan’s tourism by Mr. Joseph Ruddy

PRIORITY CHALLENGES FOR JORDAN’S TOURISM

1. Perception of Jordan as a Risk Destination
 - How can the Ministry help in reducing the visitor fear factor?

2. Up scaling the Tourism Marketing Effort
 - How can the Ministry help in improving the effort and change approaches to marketing of tourism?
3. Increase the Value of Visitors to Jordan
 - How can the Ministry help in gaining more value from each visitor to Jordan?
4. Distribution of Visitors
 - How can the Ministry achieve a better distribution of visitors throughout Jordan?
5. Access to Jordan
 - How can the Ministry improve the access of visitors to Jordan – air travel, visa's etc?
6. Over Reliance on Traditional Attractions
 - How can the Ministry change the over reliance on traditional attractions?
7. Greater Involvement of the private sector
 - How can the Ministry facilitate a greater involvement of the private sector in investing in and managing public assets?

Ice-breaker exercise by Abeer Qumsieh

1. The Floating Stick

Purpose:

1. Team building & coordination.
2. An exciting way to start the day.
3. Problem solving
4. Learn how to work with limited resources
5. Leadership

Description:

An exciting game to start the day with. The challenge is to team up coordinate and place the stick on the fingers of the participants of each team to lower and lower it to the ground.

Methodology:

Audience should group up in teams of 10 and stand opposite to each other; line up in pairs facing partners.

Everyone's' fingers must constantly be in contact with the stick at all times. Each team had a controller to supervise the process and give results of completion of exercise. This exercise is easier said than done. The game was conducted on Saturday October 2nd.2004 at around 9.05 am.

Tools, Setup & Arrangement:

1. A bunch of straws connected together tightly to form 6 floating sticks for each team one stick to use.
2. Candy for the winning team; first to achieve the mission.

Results & Outcomes:

- Everyone participated with lots of enthusiasm and motivation and lots of laughter.
- The teams were making lots of noise and fuss about it.
- After the exercise the audience gave valuable feedback about the exercise. Some feedback included:
 - ⇒ We could not accomplish the goal of the exercise without coordination among us.
 - ⇒ We started without a plan and could not progress.
 - ⇒ We accomplished the mission once we designated a leader and he walked us through the whole process until the mission was accomplished.
 - ⇒ At first we could not accomplish anything because we thought there are too many of us and we could not fit in to hold the stick. We thought it is impossible with the limited resources. But after having appositve attitude and determination that it could work we accomplished the mission. A lot of times at the ministry we are held back with limited resources, so this exercise helped open our views.
 - ⇒ Because one of us took the lead and helped us see the correct way of implementation we could solve the puzzle.
 - ⇒ We could not do anything because each of us was talking and no one listened to the other. We failed!
 - ⇒ We need to plan and have a strategy in order to accomplish anything.
 - ⇒ We should have explored the possible ways before beginning.
 - ⇒ We needed to calm down and slowly, patiently lower the Stick.

2. Who wants to win the Telephone!

Purpose:

1. To create awareness among the participants about the National Tourism Strategy in an exciting & appealing way.
2. To build bonds between the Ministry staff and the Antiquities Department in an enjoyable and interesting way.

Description:

A challenging contest that is similar to the TV program “Who wants to be a Millionaire” was designed with customized questions that included two main categories; the National Tourism Strategy and General Tourism Information.

Methodology

Qualifying Question: in order to qualify for the contest a question with 4 possible answers was distributed to everyone upon their arrival at the meeting hall.

Everybody submitted their answers and a team of 4 gathered the correct answers and placed them in the designated glass bowl that was used to withdraw the names of the participants' one at a time.

There were 6 groups of questions for each participant with 4 possible answers. 3 methods of help were available for the participant

1. Consult with the audience
2. Ask a friend
3. Omit two answers

The game was conducted on Friday October 1st. 2004 at around 6.30pm.

Tools, Setup & Arrangement:

1. A big glass bowl to put the correct answers of the qualifying question.
2. Two main big screens for the audience to see the contest questions.
3. A Seating arrangement on the stage that contains two stools & two screens in front of each stool. These were available for the contestant and the director of the game.
4. Candy and chocolate for the unlucky contestants that could reach to the 6 question. Also from now and then some questions were given to the audience to share their knowledge and the correct answers got chocolate and candy.
5. A land phone as the big prize for the winner.

Results & Outcomes:

- 9 main participants' joined the contest.
- 10 questions were answered by the audience.
- It was obvious that the audience enjoyed their time as there was a lot of involvement and participation.
- The excitement was great; it broke the ice and helped encourage laughter and ease of atmosphere.

Day 2 – Saturday 2nd October 2004

Session II – Working Better together - Creating the Visitor Experience

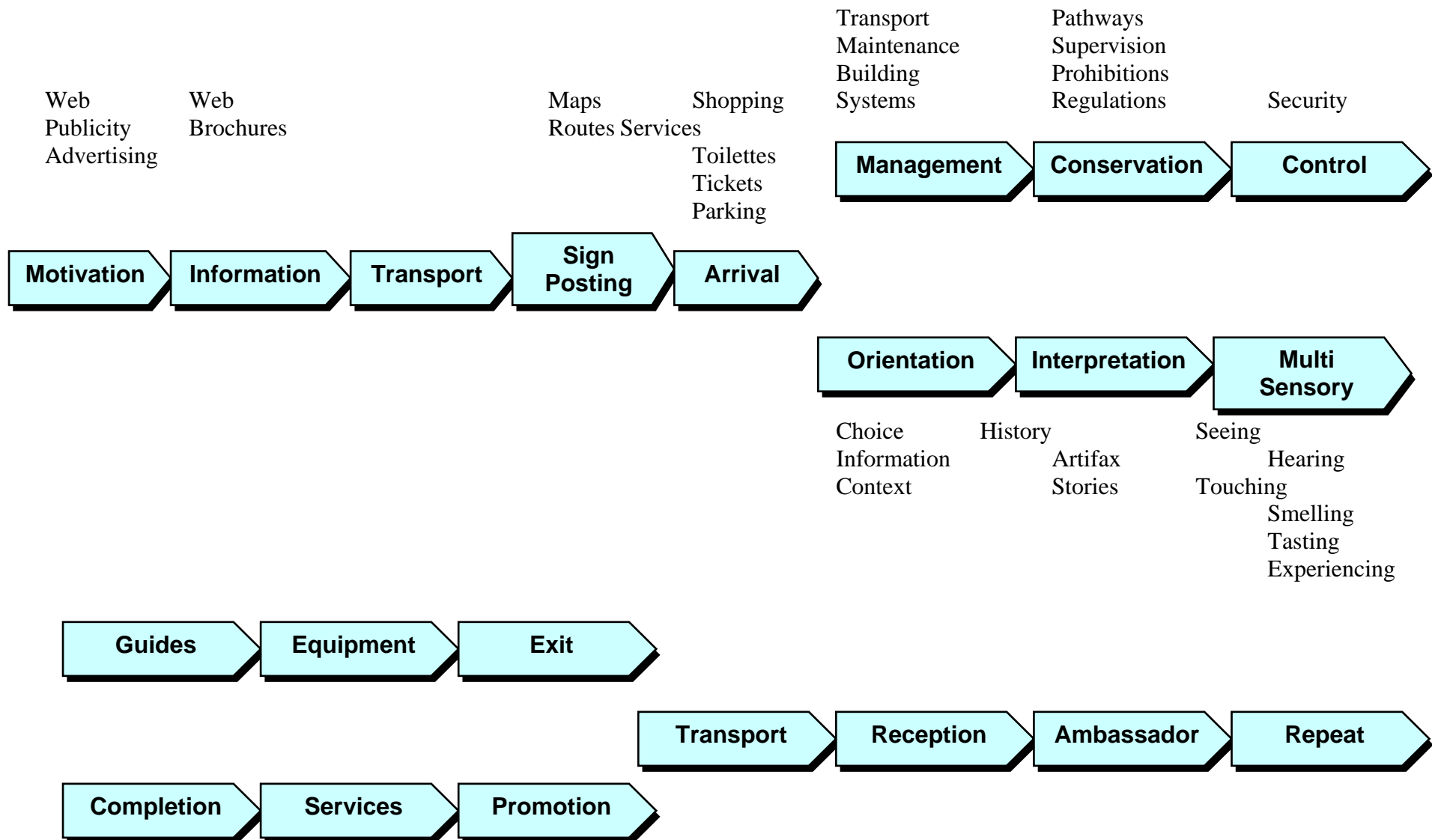
Session Objective

The objective of this session is to explain and appreciate the concept of the Tourism Value Chain.

9.00 – 9.15	<i>Introductions to Session II Matt McNulty</i>
9.15 – 9.30am	<i>Explain the Tourism Value Chain concept – Matt McNulty</i>
9.30 – 10.00am	<i>Group Exercise 1: ‘Making site visit experiences more satisfying for visitors’.</i>
10.00 – 10.30am	<i>Feedback from the Exercise Groups – Matt McNulty & Joseph Ruddy</i>
10.30 – 11.00am	<i>Coffee Break</i>

The tourism value chain by Mr. Matt McNulty

The Tourism Value Chain



The first group work exercise:

Activity: Applying “Value Chain” in tourism in Jordan.

Objectives:

- The participants will be able to understand “Value Chain” concept.
- The participants will appreciate the concept of “Value Chain” and they will acquire the practical skill to apply it to tourism in Jordan.

GROUP EXERCISE 1 - *Making site visit experiences more satisfying for visitors*

Exercise Leader – Joseph Ruddy

Facilitators – Matt McNulty, Fadia Hussein, Ramez Habash, Mutaz Al-Taher and Rula Soussou

Participants are requested to work in designated work groups and to draft a plan for improvement of visitor experiences to a selected range of attractions. You should put yourself in the visitors place as the make a visit to an attraction. As you ‘walk through’ this imaginary experience try to identify the challenges visitors might encounter in having their experience. Following the discussion a group leader will be required to give a brief verbal report to the assembled participants and identify the challenges or obstacles a visitor will encounter.

Work Group 1 Visitor Attraction: Petra Facilitator: Rula Soussou	Work Group 2 Visitor Attraction: Rum Facilitator: Fadia Hussein	Work Group 3,4 Visitor Attraction: Bethany Facilitator: Ramez Habash	Work Group 5,6 Visitor Attraction: Amman Citadel Facilitator: Mutaz Al-Taher
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The Results:**1. Bethany (1):**

The inquiry Phase:

- The absence of promotional materials in the location for the site;
- Even though promotional materials are rare; there still weakness in marketing;
- There are high level of competition between Jordan and Israel on the location.

The preparation phase:

- No visible problems!

The decision Making phase:

- Knowing the prices (competitive prices with Israel);
- Considering safety and peace issues.

Arriving phase:

- Procedures that help tourists to reach their destination;

- Transportation is not available for tourists to travel on their own, (it is only available through group trips);
- There are no sun shades in the location;
- The cleanup and rest places are far away from the start point;
- The absence of booths.

2. Bethany (2):

The before arriving phase:

- It is important to provide tourists with brochures that contains detailed information about the location;
- This information should also be available at the airports and hotels;
- It is important to provide easy accessed transportation to the location for reasonable prices.

Arriving phase:

- The fees that are paid at the entrance gate are higher than what it was specified in the brochure;
- The absence of services at the location (food, drinks, facilities);
- Police Complications and constrains (it gives you the feeling of there problems or something related to the lack of security of the location / not safe).

3. Petra:

The inquiry phase:

- Contingency media response to any negative news.

The preparation phase:

- Shortage of available promotional tools and information with tour operators.

Arriving phase:

- Shortage of information;
- Weekly interpretation about sites;
- Cultural experience is neither comprehensive nor integrated;
- Lack of sufficient activities that can fill a two to three day stay;
- Need to strengthen the capacity and interpretation skills among guides;
- Lack of activities and services that attract tourists to explore Wadi Musa and surroundings.

4. Citadel (1):

The inquiry phase:

- It is important to provide information about the location>

The arrival phase:

- To provide all services that the tourists need at the site;
- To establish guidance signs;
- To provide handouts and brochures for the tourists at the site in different languages;
- To provide map of the location;
- To establish parking area for vehicles;
- To establish public telephone booths.

The decision making phase:

- The lack of available information about tourism activities, weather and traveling;
- The availability of transportation to the location.

The arrival phase:

- The lack of a reception center;
- The lack of brochures about the location;
- The lack of tourist guides;
- The lack of public facilities;
- The absence of local community in the location activities;
- The lack of telephone booths;
- The lack of restaurants;
- The lack of public seats;
- The lack of sun shades;
- It is hard to find transportation from the location.

Moving inside the location phase:

- There are no guidance signs;
- The absence of activities that attract the tourists to stretch their stay and revisit the location.

After the visit phase:

- We should know the tourists opinions of their visit and the over all impressions;
- We should know their level of satisfaction they got about the visit;
- We should also know if they will come back to revisit the location and why;
- The absence of a questionnaire make it hard for us to know the above mentioned information.

5. Citadel (2):

The before arriving phase:

- The lack of information about the visit;
- The lack of information about the site and how to reach potential tourists;
- The lack of available transportation specifically to the location;

During the visit:

- The employees are not qualified enough to deal with tourist and guide them;
- Weak reception of the tourists;
- Lack of services in general;
- Some times the site is closed without prior notice;
- The site is not ready to receive tourists;
- The lack of rest stations;
- There are no site management center at the location;

After the visit:

- There is no transportation available at the location;
- There is no evaluation questionnaire at the end of the visit;
- There are no complains and suggestions box at the location;
- There is no data collection about visitors; so we lose contact with them.

Recommendations:

- Building the capacities of tourist guides;
- Establishing shops at the site;
- Adding trail walks and signs;
- Adding banners;
- Constructing toilets;
- Reducing safety procedures at the site entrance gate;
- Adding parking.

6. Wadi Rum:

The enquiry phase:

- There is no existence of a specialized center to provide information and guidance to the tourists;
- The information providers need more training on how to provide accurate information.

The arriving phase:

- There is no available safe transportation for tourists traveling on their own (individually), if it was available some times it is not continuous.

During the visit:

- The absence of suitable place for accommodation and other services in general (facilities, rest houses, services);
- The absence of market place and stores;
- The transportation vehicles are not safe;
- There are no local tourist guides. The few of them that are available; they are not qualified to do so;
- There are no Variety of activities.

Leaving the site phase:

- There are not any available transportation vehicles;

- There are no tools to collect feedback from tourists about their visit.
- There is no way to communicate with tourist in the future after they leave.

Discussion (Petra):

How can we solve the challenges that face tourists to Petra? Who has the authority to face it solve it?

After the tourists visit Petra site, usually they sit in their hotels doing nothing. In other countries tourists have other activities to do, and the local community organizes most of those night activities.

We need to help the local community to take an active role and use of their cultural and their heritage in developing new tourism products in Petra.

The local community is not aware of the importance of tourism.

The MoTA is to educate people and raise their awareness of tourism related issues.

There is the study and investment department at the MoTA and it should have a role in developing new products and enhancing the current ones.

The tourism managers at the MoTA should has a role in the development too.

The local community generates lots of very good ideas, but they face obstacles when they seek to get the government approval on establishing a project, they face a list of unpermitted issues including their ideas and projects.

Discussion (Wadi Rum):

It is suggested to establish a bus travel line to Wadi Rum & to the Dead Sea.

The private sector is investing in the site. The tourists can have accommodation, a nice dinner and night activities program for about \$10 – 20.

Aqaba Special Economic Zone Authority is responsible to provide the services and develop the site.

ASEZA has a problem in attracting new investors to invest in the location. It is management problem and specifically it is decision making problem.

The MoTA should revise its agreement with ASEZA regarding managing Wadi Rum. The MoTA should add conditions to the contract to reserve the area and develop it.

General discussion:

MoTA should practice some kind of authority in controlling the distribution of tourists among traditional and less known sites. The MoTA should insure the promotion of those sites.

The MoTA should insure the development and promoting of tourism programs by private sector as a way to insure distribution.

More coordination between MoTA and private sector.

More variety in the activities included in the tourists programs.

Establishing reception and information offices at the airports and chick points.

We are not providing any kind of services for individual tourists that are not coming with a tourist's group. What facilities and services are we providing for them?

Does the strategy address this?

What is our role in the strategy?

You mentioned that there will be a new unite to be established in the MoTA to supervise the implementation of the strategy, what authority does it have? What is its role?

Matt presentation (Integration)

Types of Power:

- Legal
- Regulatory
- Governance
- Mandated
- Control
- Ownership
- Leasehold
- Rights
- Influence
- Advocacy
- Implied
- Custom and practice

Session IV – Working Better together - Managing the Challenges in a Visitor Experience

Session Objective

The objective of this session is to develop a collective contribution to the challenges identified.

11.00 – 11.15am	<i>Introductions to Session IV</i> <i>Matt McNulty</i>
11.15 – 12.30pm	<i>Exploring Challenges from the Tourism Value chain Analysis – Matt McNulty and Joseph Ruddy</i>

Session III – Presentation by H.E. the Minister of Tourism and Antiquities

12.30 – 1.15pm	H.E. Dr Alia Bouran, Minister of Tourism and Antiquities
1.15 – 1.30pm	<i>Lead in to afternoon session</i> <i>Matt McNulty</i>
1.30 – 3.00pm	<i>Lunch served in the main Diningroom, followed by a brief walk in the fresh air</i>

The Minister Presentation:

- The discussion that took place in the second day of the workshop while the presence of the minister of MoTA:
- Challenges:
 - ⇒ How can we use successful tourism experience as a model for the rest of locations?
 - ⇒ How can we integrate this strategy and accomplish its goals?
 - ⇒ What is the time that is needed to accomplish each policy?
 - ⇒ What are the mechanisms and the plans to develop the sector through the strategy?
 - ⇒ How can we involve the private sector and local communities in implementing the action plans – that MoTA will develop? And how can we get their obligation?
- Discussion: After launching the strategy, tourists should feel the difference – with the assumption that the same tourists visited Jordan before and after launching the strategy.
- Discussion: Talking about management in the field. The MoTA plans and sets action plans, but it not effective and has no impact. It did not change anything in the locations. The reason behind this is the bad management procedures and practices. The staffs that are working in the field has no courage to take any decision without referring to boss and minister.

- Discussions: The employee does not have the initiative to implement the strategy.
- Discussion The minister of MoTA notes regarding the discussion:
 - ⇒ The strategy is clear;
 - ⇒ The strategy is not slogans, neither thanks nor a list of wishes. The MoTA has a new way of thinking and doing;
 - ⇒ The strategy is related to the action plans;
 - ⇒ It demonstrates the value added chain in tourism;
 - ⇒ It increases the strengths and positives;
 - ⇒ It takes care of negatives;
 - ⇒ It solves the problems;
 - ⇒ His Royal Majesty King Abdullah the Second has blessed the strategy and supports it;
 - ⇒ A Strategy Implementation Unit will start working at MoTA on 1st of October 2004. It's role will be to follow up and supervise the implementation of the strategy process;
 - ⇒ This workshop will identify the expected accomplishments from implementing the strategy, and how we are going to implement it;
 - ⇒ Some of the workshop activities will take the experiences of the tourists that come to Jordan; starting from how s/he made the decision to come to Jordan, the arrival, the stay and departure;
 - ⇒ We will be split into teams, each team will work on an assignment, the assignment is part of the strategy. For example: one team will work on the transportation part, but at the same time this team will work jointly with other team on other assignments;
 - ⇒ Hopefully after three months from today; we can meet again in order to evaluate our accomplishments;
 - ⇒ In addition, there will be awareness activities targeting local community, these activities aiming at raising the awareness of local community regarding the importance of tourism and acceptance and involvement.

Discussion:

- Q: Is there a body or a party that has the authority to develop the touristic locations?
- There are lots of sacred sanctuaries in “Balqa” government, and it seems that lots of money has been spent to develop those locations. If there are no tourists to visit those places, that means it is a waste of money. The resolution for this issue is to establish a royal committee that has the sacred sanctuaries as one of its priorities as a touristic destination.
- We are assuming and demanding the participation of the local community in managing and operating the touristic locations. Also we are demanding that the local

community to reserve the locations and keep them from destruction. The problem is that they are not qualified to do so, and they lack the knowledge of where to find help, and who can help them, in addition they lack the skills to write and receive donations and funds to support their activities!

- The participation of local community is very important, and it is part of our strategy. From my experience, there are some of local communities whom applied for the MoTA to manage a touristic project, at the same time they established a local cooperative society and applied for fund in order to build the capacities of 25 persons potentially to work as staff in the project when it is ready (the project is under construction).
- Q: During our discussion, it was mentioned that there are training and building the capacities of staff of MoTA. My question is where is the training budget mentioned?
- Q: We are talking about setting a new strategy for changing the attitudes and concepts of the potential tourists regarding promoting Jordan as a safe country! What are the tools to do so? What are the practical steps that have been taken?

The minister note:

- ⇒ Every participant in the workshop has a file that contains the strategy and the action plans. Review them because they have lots of answers, and every one needs to participate in implementing them.
- ⇒ And it is important to mention that “Fadia” will lead a unit in the MoTA, and will work side by side with Jordan tourism board.
- ⇒ The marking of tourism industry in Jordan should take another perspective; since it did not satisfy our ambitions in the past (reaching new markets, increasing the number of tourists, ...); we should work on the following:
 - ⇒ The promotion mechanisms;
 - ⇒ The money that is dedicated to promote and activate tourism in Jordan is not enough (5 millions JDs).
- ⇒ We should gain experience by watching successful experiences from other countries, for example Croatia. They are investing around 35 millions US\$ in promoting tourism. The returns of direct tourism activities are 4 milliards US\$, plus indirect tourism activities returns of 9 milliards US\$ a year.
- Discussion:
- Q: Um El-Rassas is accepted and notified as one of the world heritage and culture locations. It is in the process of registration. But there is an obstacle that delays the process, which is to designate the money to buy the location and the surrounding area. Please provide us with the updates!?
- The process is close to the end; we are going to buy the location in Um El-Rassas. Then we are going to register it as a world heritage and culture location.
- From our experience, there are lots of obstacles that we face in the process of rehabilitate the local community. And there are a specialized unit at the MoTA to deal with local community and rehabilitation process. My question is what is the role of site managers in the rehabilitation process?

Session V – Working Better with Partners - Public / Public Partnerships

Session Objective

The objective of this session is to explore forming of effective public – public partnership.

3.00 – 3.15pm	<i>Introductions to Session V – Joseph Ruddy</i>
3.15 – 4.15pm	<i>Group Exercise 2: 'Many minds make an improved tourism product'.</i>
4.15 – 4.45pm	<i>Feedback from the Exercise Groups – Matt McNulty & Joseph Ruddy</i>
4.45 – 5.00pm	<i>Coffee Break</i>

The second group work activity:

Activity: Developing better tourism products in Jordan.

Objectives:

- The participants will be able to specify and analyze challenges and problems that face developing better tourism products in Jordan.
- The participants will appreciate will be able to set solutions and suggestions to meet the challenges and solve the problems that face developing better tourism products in Jordan.

GROUP EXERCISE 2- 'Many minds make an improved tourism product'.

Exercise Leader – Joseph Ruddy

Facilitators – Matt McNulty, Fadia Hussein, Ramez Habash, Mutaz Al-Taher and Rula Soussou

Participants are requested to work in designated work groups to solve a set of problems which currently challenge the development of a world class tourism product for tourism. You will note that your group has now changed and is form into a public – public partnership. Following the discussion a group leader will be required to give a brief verbal report to the assembled participants and present the groups approach to resolving the particular problem presented to them.

Work Group 1,2	Work Group 3,4	Work Group 5,6	Work Group 7,8
Problem: Conserving the natural & physical environment for tourism	Problem: Making statistics more useful for decision making.	Problem: Improving tourist access and distribution	Problem: Over reliance on traditional attractions
Facilitator: Fadia Hussein	Facilitator: Rula Soussou	Facilitator: Ramez Habash	Facilitator: Mutaz Al Taher

The Results:

Group (1):

- The Challenge:
 - ⇒ Conserving the natural & physical environment for tourism.
- Results:
 - ⇒ General: Neither the natives nor tourists are familiar with environment conservation of the historical and touristic sites.
 - ⇒ Quality;
 - ⇒ Alertness / preparedness;
 - ⇒ To set a suitable rules and regulations to end the attacking and destruction of environment;
 - ⇒ To involve the local community in developing and investing in the locations;
 - ⇒ To develop structure maps for the sites with the following components: (tracks, paths, parking area, trashcans,etc.);
 - ⇒ To develop the infrastructure of the location, for example: lighting, signs, etc.;
 - ⇒ To keep tourists safe and out of danger;
 - ⇒ To set a specific visiting hours every day;
 - ⇒ To involve the public and private sector institutions that are interested in environmental issues, for example:
 - ⇒ The Royal Society for the Conservation of Nature;
 - ⇒ Municipalities;
 - ⇒ Ministry of Environment and Communication;
 - ⇒ Ministry of Public Works.
 - ⇒ To emphasize on nature and environment conservations.

Group (2):

- The Challenge:
 - ⇒ Conserving the natural & physical environment for tourism.
- Results:
 - ⇒ Educate and raise the awareness of the following target groups:
 - Visitors and tourists;
 - Staff;
 - Local community.
 - ⇒ To conduct a comprehensive study that take the environment, the tourism and the site into consideration in order to better plan and manage the location. The study should include the following important issues:
 - ⇒ To manage the number of visitors according to the absorption capacity of the site;
 - ⇒ To provide suitable services and facilities according to the needs, for example:
 - Rest houses;
 - Toilets;

- Parking are;
- Guidance signs.

⇒ To develop and activate legislations / to develop acting tools for legislations (management, control, follow up, supervision, public police officers).

Group (3):

- The Challenge:
 - ⇒ Making statistics more useful for decision making.
- Results:
 - ⇒ Conducting a survey upon tourist's arrival:
 - ⇒ The survey includes the following questions:
 1. The reason behind the visit:
 - Transit
 - Working in Jordan
 - Tourism
 - Studying
 - Therapeutic
 2. How did s/he took the decision to come to Jordan?
 - Television
 - Newspaper
 - Friend
 - Religious center
 - Internet
 3. Age group of visitors?
 - Less than 23
 - 23 – 34
 - 35 – 50
 - More than 50
 4. Residency?
 - Apartment
 - Hotel
 - Camp
 - With relatives
 - Rented sweets
 5. Is it the first visit?
 - Yes
 - No

⇒ Conducting a survey upon tourist's departure:

⇒ The survey includes the following questions:

- What is the location that affected you the most?
- What is the most distinguished service that you have received during your visit to touristic sites?
- How much did s/he spend?
- What is the best way to market Jordan?
- What are the activities that you participated in during your stay in Jordan?
- What is the experience that most affected you positively during your stay in Jordan?

Group (4):

- The Challenge:
 - ⇒ Making statistics more useful for decision making.
- Results:
 - ⇒ Developing a data collection and distributing mechanism, so all parties are electronically connected;
 - ⇒ Developing a mechanism for data circulation;
 - ⇒ Developing tools and resources of statistical data;
 - ⇒ Entering data electronically;
 - ⇒ Analysis of the data collected;
 - ⇒ Deliver accurate information to the investors;
 - ⇒ To emphasize the importance of conducting surveys on a regular basis;
 - ⇒ Coordination between different parties – that are involved in tourism industry in Jordan – in identifying tourists and the reason of their visit to Jordan from other visitors;
 - ⇒ We should benefit from surveys & statistics in identifying target markets, age group, length of stay and locations where to attract them. Then use this information to target new markets;
 - ⇒ To provide the necessary services to the target markets;
 - ⇒ Set marketing plans based on actual results from statistics and surveys.

Group (5):

- The Challenge:
 - ⇒ Improving tourist access and distribution.
- Results:
 - ⇒ To enlarge and develop the airports and check points, and to rehabilitate it;
 - ⇒ To provide the necessary services for tourists in the airports and check points, for example services like money exchange, visa card services and cash machines;
 - ⇒ To establish information desks to provide tourism information for tourists in the airports and check points;
 - ⇒ To provide brochures about touristic locations in Jordan;
 - ⇒ To provide transportation for tourists;

- ⇒ To design and provide special tours programs (for example: religious, historical, ...);
- ⇒ To promote for the less known locations through Jordan Tourism Board;
- ⇒ To promote for the less known locations through tourist guides.

Group (6):

- The Challenge:
 - ⇒ Improving tourist access and distribution.
- Results:
 - ⇒ It is important to establish a reception office for tourists at the airports and check points, so the role of the office is to provide information, brochures, help regarding accommodation, hotels reservation, tourism, locations and transportation;
 - ⇒ To promote tourism in Jordan through embassies;
 - ⇒ To establish tourism programs designed by the private sector. Those programs and tracks should be supported and supervised by MoTA;
 - ⇒ To build the capacities of workers in the tourism sector;
 - ⇒ To facilitate the arrival of tourists to the hotels using airport taxis and expresses buses;
 - ⇒ To facilitate the routine procedures at the airport and check points, especially the restricted nationalities (nationalities that their country guarantee them if wanted to enter Jordan);
 - ⇒ To develop an education program for tourist's taxi drivers;
 - ⇒ It is important that hotels to own small buses to serve tourists' transportation for a reasonable prices, (city tour bus);
 - ⇒ It is important to establish a tourism magazine and to be distributed in hotel rooms.

Group (7):

- The Challenge:
 - ⇒ Over reliance on traditional attractions.
- Results:
 - ⇒ General: Depending on a number of traditional attractive touristic sites will lead to destroy the tourist locations.
 - ⇒ To open and develop other touristic locations to provide tourists with the requested services and facilities;
 - ⇒ To develop some old heritage villages;
 - ⇒ To develop and increase the number of activities that a tourist can do during his/her visit to Jordan, this can lead to extend his/her visit;
 - ⇒ To vary the activities, it should include the following:
 - Religious related activities;
 - Cultural related activities;
 - Nature, Desert and wilderness related activities;
 - Heritage related activities;
 - Therapeutic related activities;
 - Environmental related activities.

- ⇒ To emphasize the spiritual and historical importance of touristic locations either it is popular or not;
- ⇒ To support the private sector to invest in sector and to provide it with support and incentives;
- ⇒ To search for the competitive attractiveness characters for tourism industry in Jordan.

Group (8):

- The Challenge:
 - ⇒ Over reliance on traditional attractions.
- Results:
 1. A. To establish new cultural activities inside the touristic locations aiming at extending the tourists' stay in Jordan, these activities vary they can be cultural, artistic, ...
B. To open new touristic locations for tourists;
 2. To search and develop new attraction factors and vary the tourism activities, this should include the following type of tourism:
 - ⇒ Conferences tourism;
 - ⇒ Health and wellness tourism;
 - ⇒ Sports, adventure, rallies, marathons, camping, hiking, ...
 - ⇒ Shopping and seasonal festivals;
 - ⇒ Artistic and cultural festivals;
 - ⇒ Family tourism and entertainment;
 - ⇒ Environmental tourism;
 - ⇒ The historical importance of the touristic locations;
 - ⇒ The Jordanian heritage;
 - ⇒ Cultural tourism, adding new locations, like: Ajloun, Um Qais, Tabaqet Fahel and Um El-Rassas;
 - ⇒ To better treat the tourists and to increase their level of satisfaction about their visit so they likely come back;
 - ⇒ Religious tourism;
 3. To give a big attention to vary the tourism activities in Jordan;
 4. To deal with staff complains and solve it a justifiable way. The staff of some locations have complains; because some locations got more attention than others, and this affected in decreasing the number of tourists that visit their location, and increasing the number of tourists to the other locations, they feel that it is not faire for them;
 5. At the same time more tourists means more working hours, this is not fair too;
 6. To develop a unique marketing for tourism sector in Jordan;
 7. To give more attention to the natural variety of weather, climate, locations and nature, this should be given more attention.

Session VI – Working Better with Partners - Experiential Field Trip

Session Objective

The objective of this session is to experience first hand a visit to an attraction as a ‘tourist’ and to identify ways to improve your ‘tourist experience’

5.00 – 6.30pm	<i>Introductions to Session VI (on the coach to the site) – Matt McNulty</i>
	<i>The visit to Bethany</i>
7.00pm	<i>BREAK FOR DINNER</i>

Joseph Ruddy notes:

Purpose of statistics

- To record
- To quantify and qualify
- To inform
- To Benchmark
- To forecast
- To make decisions

The third day:**Day 3 – Sunday 3rd October 2004****Session VII – Back to the Office with Commitment - Managing Change*****Session Objective***

The objective of this session is to develop the Ministry of Tourism and Antiquities contribution to establishing a competitive advantage for Jordan.

9.00 – 9.15	<i>Introductions to Session VII</i> <i>Joseph Ruddy</i>
9.15 – 9.30am	<i>Explain the concept of competitive advantage</i> <i>Joseph Ruddy</i>
9.30 – 9.45am	<i>‘Changing the mindset – thinking differently’</i> <i>Matt McNulty</i>
9.45 - 10.30	<i>Group Exercise: in groups you are required to develop an improved competitive advantage model for tourism in Jordan. This will involve being creative in seeking ways to be more competitive.</i> <i>Joseph Ruddy and Matt McNulty</i>
10.30 – 11.00am	<i>Coffee Break</i>

Feedback on visiting Bethany:

- There are no guidance signs;
- To set special legislations for the location as it is a very special site;
- The location is not well reserved;
- The absence of facilities;
- The absence of information desk or center at the location;
- We got the feeling that we are going to army camp and not to a touristic site;
- There is no tourist center that prepares the tourists for the visit;
- There is no need for a ticketing room;
- There are no reception center for the tourists;
- There are almost nothing to put the tourists in the mood of the visit, no pictures, no museum, ...
- No attention to the surrounding environment and nature;
- The trees need treatment;
- There are no lights;
- There are no trashcans;
- The tourists should be informed at the entrance of the suitable type of shows that s/he need to wear;
- To plant Olive and Daphne trees;
- To set a place to light candles (since the location has a Christian religion importance);
- The army is wearing an army uniform, it is preferred not;
- There are no services;

- There were no attempts to break the boring walk all through the long side walks, a good stories related to the site could help;
- It is clear that the maintenance is weak, more follow up on maintenance is needed;
- To emphasize on the historical and religious dimensions of the site;
- It is preferred that tourist guides and MoTA staff to wear a uniform that distinguishes them from visitors;
- To provide different languages training;
- To set a specific historical and religious stories and agree on it, of course the stories should be approved by the church, so there will be no contradictions between tourist guides in telling the stories;
- The tourists usually go straight to the baptism location;
- To set a special regulations against those who attempt to attack and destroy the properties of the location;
- To use the location for baptism and marriage ceremonies;
- To increase the fees of entrance for foreigners from 5JDs to 10JDs;
- To establish a post office and communication office.

Discussion:

- To add signs and maps;
- To establish local craft shops;
- To remove barriers;
- To assign a specific visit times;
- To develop an audio visual presentations (music, prayers);
- To establish a clinic / IT.

Joe presentation:

Competitive Advantage

- Definition
 - ⇒ How tourism destinations (beneficially) distinguish themselves from their competitors in order to generate superior visitor numbers and earnings--- and how the Ministry of Tourism and Antiquities can influence or impact this.

Pressure to Maintain Competitive Advantage

- Trends in Tourism:
 - ⇒ Increased competition
 - ⇒ Changes in lifestyles
 - ⇒ Growth segments
 - ⇒ Technology
 - ⇒ Global economics
 - ⇒ Air Travel
 - ⇒ Congestion and capacity

Competitive advantage requires change

Competitive advantage:

- Knowledge and Capabilities in understanding and reaching Markets
- Products, Services and Technology to meet changing customer requirements
- World Class Skills, Education and Training
- Effective Government support
- Attractive Environment for Business
- Incentives and Taxation regime

Session VIII– - Back to the Office with Commitment - Managing Change***Session Objective***

The objective of this session is to explore how the Ministry of Tourism and Antiquities can differentiate as a world class destination.

11.00 – 11.15am	<i>Introductions to Session VIII</i> <i>Matt McNulty</i>
11.15 – 11.45am	<i>Introduce a model for a differentiated competitive advantage</i> <i>Matt McNulty and Joseph Ruddy</i>
11.45 – 12.45pm	<i>TEAM BUILDING EXERCISE</i>
12.45 – 1.15pm	<i>Closing session (confirm ownership and commitment)</i> <i>Matt McNulty</i>
1.15 – 1.30pm	<i>Farewell and Thank you</i> <i>Ehab Ammarin and Dr. Fawaz Khreisheh - MoTA</i>

Mr. Matt McNulty Presentation:

Building a modern economy means adopting a KBE mindset – thinking differently

	Liberalization Mindset	Modernization Mindset	KBE Economy Mindset
Is about	<ul style="list-style-type: none"> Undoing Things Removing restrictions 	<ul style="list-style-type: none"> Building Things Removing or lightening burdens 	<ul style="list-style-type: none"> Building winning opportunities Selecting priorities
Creates	<ul style="list-style-type: none"> Freedom Fluidity Even playing field 	<ul style="list-style-type: none"> Modern institutions Modern regulatory systems Good basic business environment 	<ul style="list-style-type: none"> Vision A winning mentality Clusters A vibrant local context for business
Main Focus	Stability, incentives	Productivity catch-up	Becoming globally competitive
Domain	Economy	Economic, Social	Societal
Government Role	<ul style="list-style-type: none"> Get out of the way Stop being an operator 	<ul style="list-style-type: none"> Become a good regulator 	<ul style="list-style-type: none"> Become a challenger Become an integrator
Anxiety	Did you liberalize too fast?	Did you modernize too slowly?	Did others leave you in the dust

Discussion:

- Q: What does it mean that Jordan is boutique tourism?
- Q: what are the strengths in the tourism product?
- Q: How can we change the mentalities of the MoTA staff and develop it, since we are used to think in an old typical thinking way?
- Q: How come that a tourist spends \$475 in Jordan and \$1500 in Israel?

Group Exercise: in groups you are required to develop an improved competitive advantage model for tourism in Jordan. This will involve being creative in seeking ways to be more competitive.

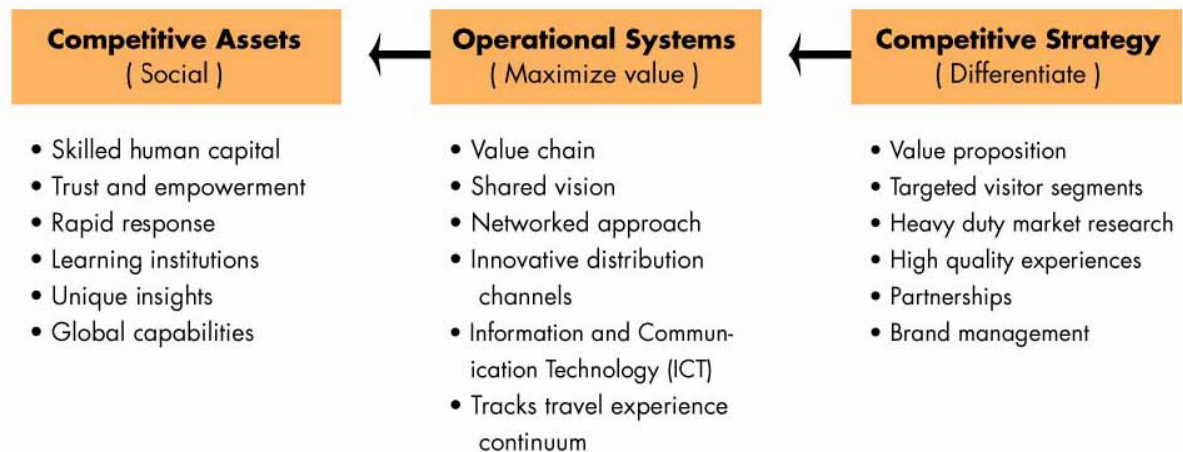
Joseph Ruddy and Matt McNulty

Differentiated Competitive Advantage Approach*

Old Model (Comparative Advantage)



New Model (Differentiated Competitive Advantage)



*Based on the Frontier Bermuda Competitiveness project

Discussion regarding improved competitive advantage:

- We should give the site a unique experience and story that is beside the location it self, the historical background and cultural heritage. We need to strengthen the relation of the tourist with site through story telling and competitive advantage.
- We want to magnify the experience of the tourist visiting the site.
- Also we should emphasize the importance of health and wellness tourism, for example the treatment of psoriasis takes around 28 days in the dead sea, and it is the only place that can this illness be cured naturally.
- To add new locations to the tourists programs.
- The tourist guide plays an important role in the tourism industry; we should build the capacity of tourist guides.
- It is important to have other activities that support the tourism industry.

- To emphasize on the genuineness of the location.
- To modify bylaws to protect the site.
- To vary tourism activities to include: health and wellness tourism, religious, ... ext
- To organize book exhibitions, historical, cultural and heritage exhibitions (both inside and out side Jordan).
- To promote for the Dead Sea as a health and wellness destination.
- The east bank of the Dead Sea has a competitive advantage (the west bank don't).
- Increase the number of target audience in the marketing plan.
- The public and private sector and the local community are all involved in managing the touristic locations.
- To raise the awareness of local community and tourists regarding the importance of the touristic locations.
- To develop the tourism products.
- To build the capacities of local community.
- To distribute tourists upon locations.
- Branding of tourism products, with the participation of local community, public and private sector.
- To set an action plan for all the tourism sector taking into consideration the four stages:
 1. Surveying and analyzing stage:
 - To evaluate the current assets
 - To evaluate the tourism market
 - To identify the current markets
 - To identify the locations those need development
 - To identify the weaknesses in the sector
 - To build the capacity of people working in the sector
 2. Setting bylaws stage:
 - To identify tourists
 - To provide tourists with all services that they need
 - To survey and study the impact of tourists (culture, social ...)
 - To study the competitive markets
 - To study the competitive tourism products
 - To develop and provide the facilities that suites tourists
 3. Developing the master plan stage:
 - To study the services and programs
 - To set the budget
 - To follow up on implementation
 4. The final stage:
 - To protect and conserve location and environment
 - To assess the impact
 - To evaluate and develop again
- To provide tourists with accurate information about Jordan.
- To target new markets that tourists usually spend more money (like USA, East Europe, etc.).

- To add new services and vary the type of services that is provided.
- To support independent tourism companies in marketing tourism and developing new services.
- To provide training for local community on the site historical background, services and protecting the site.
- To review the current tourism programs, and develop it.
- The new unite at the MoTA should interfere and supervise the tourist offices to revise their programs and services. Also should supervise the promoting for new sites.
- More partnership (local community, public and private sector).
- We should look at the private sector as the social component in the strategy and should involve them in implementation.

Ice Breaker by Abeer Qumsieh:

Map of Jordan

Purpose:

1. Team building
2. Coordination between the Antiquities & Ministry staff.
3. Define the most famous sites of Jordan, reinforce knowledge & refresh the memory.
4. Time Management
5. Leadership

Description:

One thinks that drawing the Map of Jordan in an easy task and comes by nature especially to the staff of Ministry of Tourism & Antiquities. Well its easier said than done.

Methodology

According to their seating arrangement were everyone is teamed up with different departments each team's mission was to:

1. Draw the map of Jordan
2. Locate 22 famous sites on the map. A list of those 22 locations were given to the participants.

A time frame was given to the participants and they needed to finish the task within that given time.

The game was conducted on Sunday October 3rd. 2004 at noon time.

Tools, Setup & Arrangement:

1. A flip chart for each team along with markers to draw and locate the sites.
2. A correction sheet was prepared and given to the 7 team controllers to correct the work of the teams against the correct locations & Map dimensions. The controllers should grade the map by putting marks. The map had 8 points and the 22 locations 22 marks. So the total grade would be 30.
3. Candy for the winning team; first to achieve the mission.

Results & Outcomes:

This game was a real challenge as everybody new that they should get the mission done in a timely & accurate matter. It is their filed after all. Everyone participated it was fun, each team wanted to compete and get all the locations correct and the Map a piece of art.

One team accomplished the mission in a timely matter. Their grad was 29 put of 30.

Note: The Assistant Secretary General of MoTA asked every participant to prepare a paper emphasizing his/her own role in the strategy.

IV. Recommendations

The major recommendations that may be reached through this workshop are as follows:

General Recommendations:

1. It is recommended that the following education programs are conducted:
 - A. To the staff at the MoTA:
 - Team building
 - Service Excellence
 - Presentation & communication skills
 - Developing and implementing action plans
 - Community based generating activities
 - Creativity and developing new ideas
 - B. To the local community:
 - The importance of tourism to the national economy
 - Conserving sites
 - Accepting tourists
 - Their social contribution to the tourism industry
 - C. To the tourists:
 - Background information about the location
 - Background information about the local society
 - Conserving sites and bylaws against destroying it
 - D. To the private sector:
 - Gaining up-to-date information
 - Communicating and coordinating with MoTA
 - Developing a bigger variety of tourism programs
 - Promotion and marketing
2. The partnership between MoTA and private sector:
 - MoTA should support private sector to promote new locations.
 - MoTA should give enough information to tourism offices for better promotion of the new locations.
 - MoTA should support the private sector in developing new tourism programs aiming at introducing “specialized tourism” programs as opposed to one constant Jordan program.
3. The partnership between tMoTA and the local communities:
 - The MoTA should survey the needs of local communities
 - The MoTA should provide tourism related education programs to the local communities
 - The MoTA should build the capacity of local communities to help in sites preservation.
4. Developing new locations and improving the services at these locations.

5. Establishing reception offices at the airports and check points and providing information and other services for visitors as well as conducting exit surveys at departure points.
6. Several issues should be looked at in each Tourist site:
 - Closing timings of the sites should be re-evaluated.
 - It is recommended to have Uniforms for the employees at sites.
 - Have Site maps & brochures available at the sites for tourists to acquire.
 - Provide the following services:
 - i. Rest rooms
 - ii. Information desks
 - iii. Transportation
 - iv. Restaurants
 - v. Clean water
 - vi. Proper signs at locations
 - vii. Maps
 - viii. Brochures
 - ix. A Central Ticketing office for all sites as an extra service
 - x. A sign that includes procedures for entry, ticket price, safety information, etc.
 - xi. Have available location transportation for handicapped people.
 - xii. Have religious and general souvenirs at sites
 - xiii. Have a customer satisfaction & evaluation form at site to be filled by the tourists.
7. Unifying the historical information that the guides portray to Tourists Through having a unified information manual for all the sites.
8. Restrictions, procedures & governmental regulations for investments at sites need to be worked on.
9. Follow up with participants on the assignment of identifying their role in the strategy.